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STRATEGIC EVALUATION FROM ENVIRONMENTAL POINT OF VIEW

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ROLE OF ENVIRONMENTAL PERFORMANCE EVALUATION

Nowadays we can no more say that paying attention to preventing global and environmental problems is just a choice. The base was created in the 1970-s: the principle of sustainable development. This principle says that we must use our environment on the way we do not obviate the consumption of the next generations. Sustainable development practical means the base of a new approach how to organize our present and future life. There are many publications about solutions for companies and other organizations making them able to go ahead economically on an environment-friendly way. Greener technologies and products, cleaner production, greener office, e-solutions may get back.

Environmental performance has two meanings. On side it means all the negative effects on the environmental elements (water, ground, air, etc.) caused by activities of organizations. But the other side it can be defined as acts and their effects in connection with prevention and decrease the charging of these elements. The two approaches are divergent, but we must see, that they work together because:

- exclusively knowing the levels and targets of charging the environment can be established the acts;
- evaluating the usefulness our acts is not feasible without knowing the changes is charges. [3]

Environmental performance evaluation is a management possibility for:

- decreasing cost and expenditures;
- increasing the market position and the value of the organization;
- helping the observation of direction;
- getting a higher motivation of leaders, managers and staff as well. [8]

The collection of the techniques evaluating is wide and always wider. We can find graphical solutions as eco-mapping or the PEER-method with its red, yellow and green colors. They are "easy" ways of evaluation. They do not need expensively and slowly produced special information, so they may be the ideal choices for small and medium sized enterprises as well.

Special environmental indexes are complex and modern solutions, but they have their own problems. One problem is that measurement needs money, time and work power. Another problem is that many times we can not get to enough information about the background of the index. Let me illustrate this by an example: there are two companies, and there is an environmental scale on which a company can reach 100 points. Being between 50 and 60 points means that our performance is not broad. There are strategic acts in connection with environment-protection, but

its scope is quite close. Both companies have reached 55 points. May you say that their environmental performances are at the same level? Maybe. But if you know that one company is a small enterprise in a far-far away village which treats waste, so it helps to build a cleaner localism. The other company is a rich and large cement works which could make better (cleaner) production, but it would mean lower profit. They only pay attention to the Factory Acts because they are afraid of penalties. Knowing these information their performance are no more the same.

NEED FOR A COMPLEX EVALUATION-MODEL

The techniques of environmental performance evaluation have some problems: the eco-mapping is "too easy", i.e. it does not have a professional methodic. But its great advantage is that it considers the organization as a whole one. For example an environmental index has the necessary background, but it is no more easy to understand its real content. A complex index can not show the details, the good and bad practices of the workflow.

I think we should build up a technique which:

- is acceptable for wide scale of organizations (small and large ones at the same time)
- pays attentions to all strategic important areas;
- makes organizations able to be opposed to each other;
- helps forming the environment-conscious behavior.

The model I propose is based on combination of the logics of two evaluative solutions: The ISO 14031 (EPE) standard [3, 5, 8] and the EFQM Excellence Model [1, 4, 9]. The EPE is a specific environmental evaluative methodic. It works with index-numbers. Its logic says that we must create the index-system to be able to measure three main factors (of course in connection with each other):

- charging the elements of environment;
- the caused changes in the condition of the elements;
- acts for achieving a higher (better) level of environmental performance.

The other base, the excellence model runs through enabler and result elements.

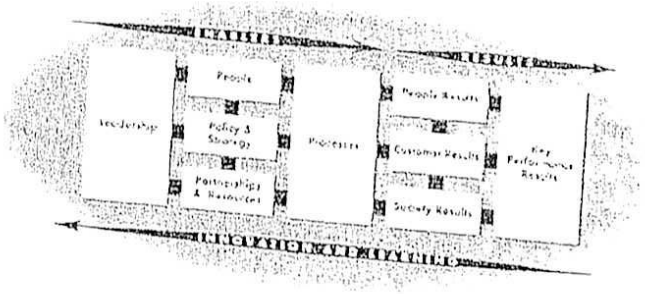

Figure 1: The EQFM Excellence model (www.efqm.org)

Enablers measures the quality of leadership, guiding people, strategic concept. It contains how the organization manages its resources and partnership and as the fifth element the quality of process-management. Enablers mean the background to be (and become) excellent. Results measure the achievement of using up the enablers. The relevant result-areas are people (worker) results, the satisfaction of consumers and results in connection with the wider society of the organization. The group contains the key performances (business) results as well.

STRATEGIC FACTORS OF EVALUATING THE ENVIRONMENT-CONSCIOUS WORKING

In connection with environmental-conscious working I can define three main groups of factors of evaluation:

- background-elements;
- disposition-elements;
- result-elements;

Background is alike to enablers in EFQM. It measures the quality of allocation of resources and cultural questions which help to explain the answers for "Why?" questions. Disposition plays a linking role between background and results. Disposition collects targets and ideas for realization which are relevant for the organization lowering the charge of environment and working more conscious. The result-elements run through the effects of our performance on our workers, the society and of course on the environment. It contains the business-results as well due to the fact that positive changes in environmental performance are not sustainable without gainful working.

Background-elements mean the following:

- Cultural background, in it:
  - Scale of value;
  - Character of leaders;
  - Character of staff;
- Strategic thinking;
- Structural background, in it:
  - Technological background;
  - Partnership;
  - Management system;
  - Information-system.

The first and very important background-element is the organizational culture. Knowing the scale of value and the personality of leaders and staff it is easier and more effective to base acts or strategies. I believe that we can find answer for the quality and possibilities of environment-consciousness if we pay additional attention to organizational culture. The culture we can define as "The way we do things around here" or "The glue that bonds the company together". Academic we can say that culture is the aggregation of values, thinking, believes, conventions, approaches, and behavior-patterns of the members in an organization. Looking at

the organization as a dynamic, sociological unit I can define culture that it collets the internal and external human and non-human elements in connection with the workflow and the appearance of their complex connections. [2]

The strategic thinking does not measure the content of the strategy, but its methodical background and the ways how strategy will be known and accepted.

The structural background means the "hard" element. There are measurable and by numbers descriptive factors which have effect on environmental performance. The level of used-up technology establishes the basis of analyzing advantages and disadvantages of cleaner solutions. Partnership scans the numerosity and quality of connections between the organization and its co-operators. Management and information systems are important supporting tools if you want to build up environment-friendly (friendlier) work processes and to achieve better results.

The fourth element is the disposition. This is the point, where we must evaluate the content of the strategy. There must be planned the strategic and operative future on each relevant elements of the environment. This is the point, where we should consider the differences between the organizations. It is obvious that a company with 10 workers will not plan detailed index-numbers but it may not be expected. But even a small organization must be able to distinguish the main characteristic where it influences the condition of the environment.

From the fifth to the eight factors are the result-elements:

- Effects and results on the environment;
- Effects and results on society;
- Effects and results on staff;
- Business results.

The role of environment is obvious. The society must be considered because we must think of environment-protection in a wider approach (i.e. the sustainable development). The most interesting – doubled - role we can mention at point of the staff:

- because they have direct effect on the organizational performance;
- the staff means men who are members, elements of the environment, too.

This is why we should pay special attention to their complacency.

USAGE OF THE MODEL

There are two main ways using up the model. Let us see an organization which would like to know the level of its environmental performance and of course its factors and causality for increasing the effectiveness from business and environmental aspect. This organization makes self-assessment by using this model as compass. The other way is a comparative assessment for regions or countries to compare the environmental performance of their organizations.

A special feasibility is available if we talk about a large, even multinational company. This company may evaluate its performance to be able to work better and better (self-assessment). But if the company has many factories and/or departments there can be launched a competition between these parts. You can ask why it is

useful. The answer: because this competition establishes the frames of seeking for good practices and adapting them to other departments.

The model follows Deming's PDCA cycle [7]. This means that getting known the results it is possible to plan the use up of background-elements and to propose the new targets for the next season.

The assessment has two grades. First the factors will be evaluated by a questionnaire. After that interviews and firm-visits have to make the result finer and more accurate.

Survey the structure of the model

The strategic elements of evaluating the environmental performance can be arranged into a complex frame-model. Graphically this means the following:

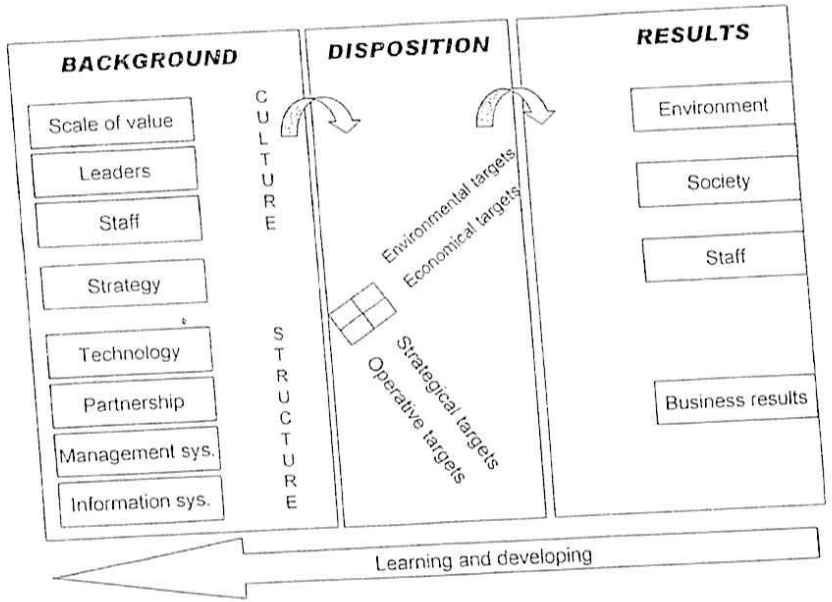

Figure 2:
Model of evaluation (*own work*)

To get to a complex index from the model (which can not displace the detailed results) factors must be weighted. Beforehand I can give the following weight-numbers. To add I would mention that these number must be fined e.g. by brains trust.

Factor	*Weight*
Sum of background	40 %
I. Sum of culture	*15 %*
Scale of value	
Leaders, staff	
II. Strategic thinking	*5 %*
III. Sum of structure	*20 %*
Technological background	
Partnership, MS, IS	
Sum of IV. Disposition	20 %
Sum of results	40 %
V. Environment	*10 %*
VI. Society	*10 %*
VII. Staff	*10 %*
VIII. Business	*10 %*

Figure 3
Weights for the model (*own work*)

I hope that the model I advice will help companies, other organizations and at the end the whole society:
- be more environment-friendly and environment-conscious;
- develop co-operation inside and with outsiders;
- find all of good and best practices;
- achieve the targets of sustainable development.

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THE QUESTION OF COMPETITIVENESS IN THE FIELD OF THE CHANGING UNIVERSITY SYSTEM

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At the Lisbon session the European Committee set the aim of having the most competitive and dynamic economy in the world by 2010. This ambition is not a new one, but the American economic situation of the late 90s and the weakening German position made the birth of this programme faster. The main point of this project is to find areas where competitiveness can be significantly increased. According to researchers, the effectiveness of companies, education, research and the reconstruction of the labour-market are the fields where development can be a major factor to reach the given aim.

In this paper I am dealing with a highlighted area of education and research: the modern university. With helping the mobility of labour force and using a skill-based education and research, the value of this system has increased in the global race. In the first part of my essay I am showing the main causes of the change in the university system. Then I am describing the interaction between education and research, and finally I am pointing out the results of the European changes in Hungary.

The Factors Forcing the Change of Modern Universities

Globalization and market economy result in the crisis of the nation state and strengthen individualization. Neither higher education nor research has been in the service of national integrity – the processes of Bologna and Lisbon clearly show this. As a result the competition between universities – for teachers, students and fund – has become stronger, and the international mobility has also grown.

The erosion of the welfare state causes a decrease in the support of the public sector. Because of this many institutes try to cope on their own, the competitive situation gets stronger and knowledge becomes a kind of merchandise. The neoliberal market ideology introduces a business-like management practice in the distribution of sources; governing paradigms are needed in the fields of education and rhetoric. (Barakonyi [2004])

The birth of the **knowledge based society** means that mankind has realized a new function of education from the point of view of international competition. Knowledge is vital for making technical and structural innovation in an era of technical revolution – and it does not mean solving well-prepared problems by well-prepared methods any more. The point of codified knowledge is to react creatively and innovatively in given situations. (Hronszky [2003])